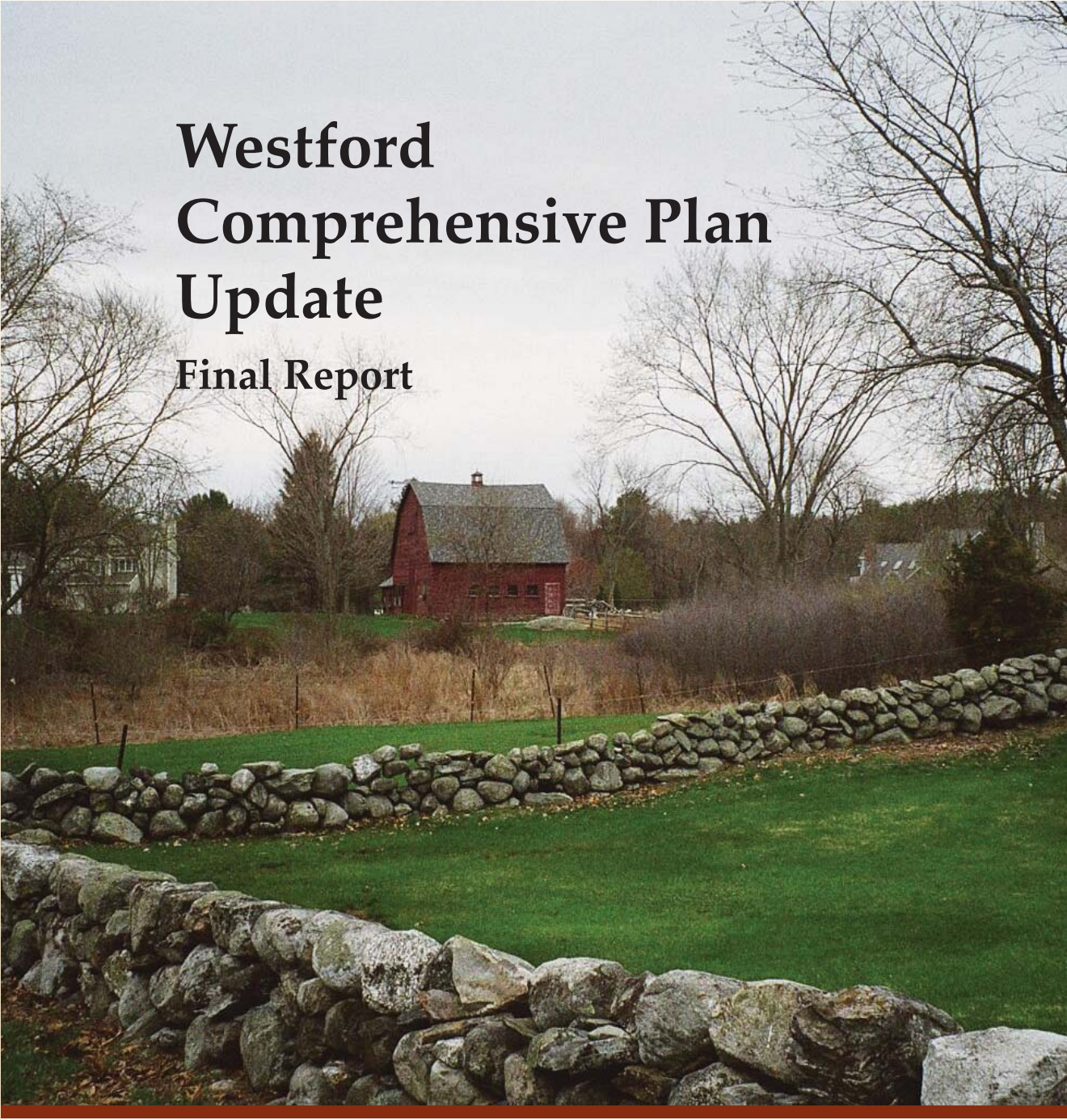


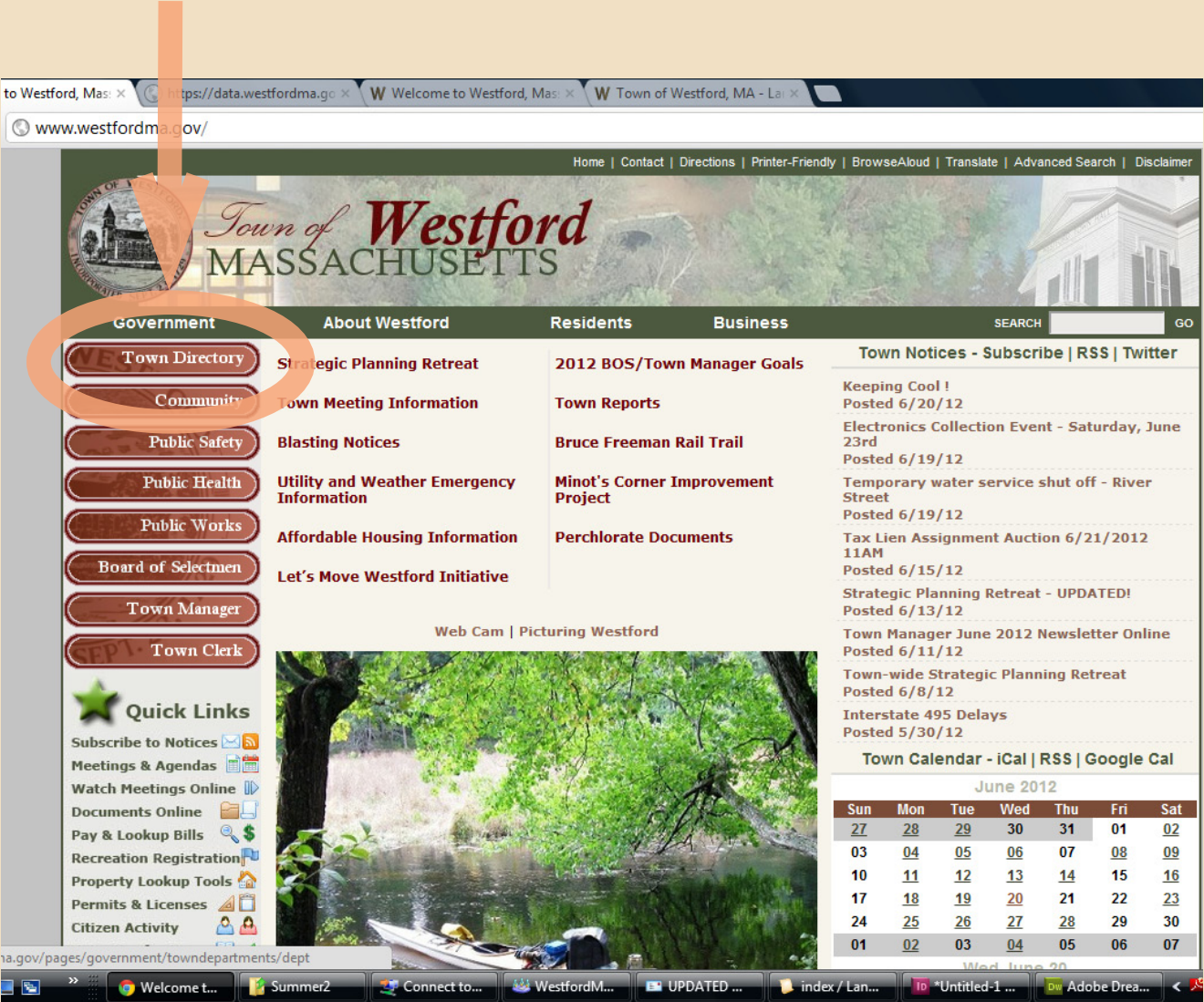
# COMPREHENSIVE MASTER PLAN IMPLEMENTATION



Westford Planning Board  
Westford Comprehensive Master Plan Committee  
April 2009

## To See Department or Committee Websites:

Go to [www.westfordma.gov](http://www.westfordma.gov) and click on “Town Directory.”



See the Comprehensive Master Plan online at [westfordma.gov/pages/government/towndepartments/WestfordMA\\_LandUse/plandocs/2009%20Comprehensive%20Master%20Plan%20FINAL.pdf](http://westfordma.gov/pages/government/towndepartments/WestfordMA_LandUse/plandocs/2009%20Comprehensive%20Master%20Plan%20FINAL.pdf) for the full text of Action Items and additional information.

## Implementation Matrix

Comprehensive Master Plan Implementation Guide													
Action Item	Natural Resources & Open Space					Transportation & Pedestrian Circulation				Community Facilities & Services			
	Land Use Management	Public Works	Police & Fire	Health & Human Services	Information Technology	Public Works	Police & Fire	Health & Human Services	Information Technology	Public Works	Police & Fire	Health & Human Services	Information Technology
1. Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.		x						x					
2. Establish an Economic Development Committee.									x				
3. Identify and charge a responsible party for oversight of all plans developed for boards and committees for consistency with the vision and goals of this Comprehensive Master Plan.	x	x	x	x	x	x	x	x					
4. Establish design guidelines and a Design Review Committee to improve the appearance of commercial and industrial districts.			x	x									
5. Expand water quality monitoring program to include monitoring of Great Ponds and other water bodies.	x												
6. Improve capacity to track and report land use change, the status of protected and unprotected open space, land management, improvements to Westford's municipal property inventory, and the condition of municipal and school facilities.	x		x					x					
7. Establish a Department of Public Works that reports to the Town Manager. The Department of Public Works should include, but need not be limited to, engineering, highway, buildings and grounds maintenance, fleet maintenance, parkland and cemetery maintenance, solid waste and recycling, sewerage collection, and water.								x					
8. Establish a Capital Planning Committee.								x					
9. Establish a formal process for roadway and traffic-related design reviews that would require sign-off by the Town Engineer and the Highway, Police and Fire Departments. This should be integrated into the Planning Board's procedures for site plan review and special permits.						x							

The **2009 Comprehensive Master Plan** is a statement of community policy objectives, and is also a management guide. It includes 126 Action Items organized into 8 categories. Some Action Items are complete, others are underway, and others are anticipated. Some Action Items are aspirational goals or part of ongoing operations, while others are one-time steps the Town can take.

This exhibit is intended to give an update on the work everyone in the Town—Departments, Committees, Boards, and Volunteers—has done since 2009 to implement this Plan. **The exhibit isn't comprehensive**, as the number of initiatives the Town has taken and is taking would not be able to fit on six posters, but it does provide a wide variety of examples as a starting point for future action.

## EIGHT CATEGORIES, SIX POSTERS

Those familiar with the Comprehensive Master Plan may wonder why there is no poster for “**Land Use and Zoning**.” This is because Land Use and Zoning affect every other category, so related Action Items are spread throughout the exhibit. Many actions the Town has taken could fit in more than one category; for example, trail improvement could fit in both **Natural Resources & Open Space** and **Transportation & Pedestrian Circulation**. Because **Governance** and **Community Facilities & Services** are also intertwined, they are displayed on a single poster.

## IMPLEMENTATION STATUS

Completed or ongoing Action Items are displayed in green: **13**

Action Items currently being completed are displayed in orange: **64**

Unstarted Action Items are displayed in red: **66**

Condensed versions of Action Item text are in this font.

## WORKING TOGETHER FOR IMPLEMENTATION

If the Comprehensive Master Plan is to be truly implemented, it must become part of the regular work program of the many entities whose actions may advance the plan. Town Boards, Committees, Commissions, staff and volunteers all have a role to play in the implementation of the Master Plan. **In effect, we are all, collectively, a “Master Plan Implementation Committee.”**

In order to keep the Master Plan in the forefront of staff actions, the Director of Land Use Management prepared an **implementation matrix** and, with the support of all of the Department Heads, identified which Departments do have - or wish to have - a role in implementing each of the Plan's 126 Action Items.

In a busy Town Hall environment, this Master Plan Implementation Matrix is a helpful way to share information and coordinate actions among town personnel. It is anticipated that the formal Master Plan Implementation Committee to be appointed by the Planning Board will serve a similar function in improving the sharing of information and coordinated action among the town's many volunteer Boards, Committees and Commissions.

Posters prepared by Westford Director of Land Use Management Angus Jennings with Christopher Glenn Hayes, MRP Candidate Cornell University

# TOWN OF WESTFORD 2012 STRATEGIC PLANNING RETREAT

